



Early Recovery in Kenya:

A framework for the Early Recovery Sector

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1. BACKGROUND: EARLY RECOVERY AND HUMANITARIAN COORDINATION IN KENYA

The humanitarian coordination system was established in Kenya following the post-election violence of 2007/2008, and was comprised of 11 sectors¹. The overriding objective of the humanitarian response in 2008 was to respond to the impact of the post-election violence, which resulted in over 1200 fatalities, and 250,000 displaced². The cluster dealing with early recovery issues was called “Early Recovery and Food Security”, but in reality, many clusters were also dealing with early recovery issues e.g. the Shelter Cluster was working on approaches to facilitate the rapid return of persons to their homes (an example of integrating an early recovery approach into the work of a cluster).

The Early Recovery and Food Security sector focused on restoring agricultural livelihoods rapidly to encourage those affected by the violence to re-engage in their livelihood activities and become self-sufficient again.

The organisation of the sectors has changed over time in Kenya as different crises affect the country. And it is the various crises that affect the country that makes Kenya a complex country to operate in: drought emergencies, flooding, mudslides, violent conflict, urban and environmental emergencies. As part of this change, the Food Security aspect of the Early Recovery and Food Security cluster has been taken over by the establishment of a new sector, the Agriculture and Livestock sector, which takes on agricultural and pastoralist livelihoods issues (or diversification of pastoralist livelihoods) and wider agricultural and pastoral issues. However, the Early Recovery sector remained, but its role was relatively undefined, after the loss of the very specific food security and early recovery sector.

Although early recovery was relatively undefined from 2008 onwards it focused almost exclusively on an early recovery response to the post-elections violence situation, despite many other areas that could fall under the term ‘early recovery’, but it did not really function as a sector – regular meetings under a forum to coordinate the actions of several actors within the humanitarian system – until the drought emergency that affected the Horn of Africa in 2011. The sector existed largely ‘on paper’.

1.1 REINVIGORATING THE EARLY RECOVERY SECTOR, 2011

It was widely recognised that the impact of the drought in 2011 (although arguably the impact of the drought is traced back to 2009 when there was a failure in rains) was not only a humanitarian issue, but something that touched longer term development issues, resilience and vulnerability, livelihoods, governance, water management, disaster risk reduction, and many other issues. As a result, the Kenya Humanitarian Partnership Team (KHPT) recommended the reinvigoration of the sector.

The sector was reinvigorated in July 2011, but its purpose was still largely undefined and early recovery as a concept was also misunderstood, or more accurately, interpreted in many different ways. Consequently, the sector started the process of defining early recovery to a number of different actors engaged in the humanitarian response.

Early recovery has, in recent years, been recognised predominantly as a cross-cutting issue, an approach that makes the gains of emergency humanitarian response sustainable, and integrates approaches into emergency response that mitigates the potential for and impact of future crises. Early recovery is a responsibility of all, and should be integrated into the activities of all sectors. It should not be seen as an early recovery sector

¹ Kenya uses the term ‘sector’ as oppose to ‘cluster’, but there is no difference with the cluster system in the way the sectors are organised and operate. It is simply an issues of terminology.

² OCHA, “EHRP-Kenya 2008, Executive Summary”, January 2008

concentrating on 'early recovery' projects. Humanitarian projects should all include elements of sustainability, links to local authorities, and include building the capacities of affected communities to become self-reliant and resilient to the impact of future droughts (or floods, mudslides and other events in Kenya that contribute the humanitarian emergencies).

However, the Early Recovery sector was established as a stand-alone, vertical structure, as decided by the KHPT and as such 'hosts' projects and is a sectoral aspect of the humanitarian plans, such as the Emergency Humanitarian Response Plan (EHRP+). The Early Recovery Sector Working Group identified in its first meeting five areas of relevance for the sector to focus on, which were believed to add value and complemented the other humanitarian clusters:

- Disaster Risk Reduction
- Reintegration support for returning IDPs
- Conflict and emergencies
- Host community support
- Urban livelihoods

However, over time, it has become clear that several of these areas overlap with the work of other sectors, agencies, or existing working groups. Disaster Risk Reduction is covered to some degree by the Inter-Agency Working Group on DRR and Climate Change, but this is regional, is perceived to be a 'development' initiative, and does not really coordinate activities. It generally exists as a platform for exchanging information on an ad hoc basis, and loosely as an advocacy forum. Support to IDPs is taken on by numerous actors largely individually, but could easily be integrated into the role of the Protection Sector. However, the Protection Sector is focused clearly on preparedness for potential violence in the run-up to the next elections (also an area identified as a gap that early recovery would be well positioned to occupy as a mechanism to link longer-term conflict prevention programmes, and humanitarian preparedness approaches), and does not really *coordinate* wider protection concerns.

Host community support, again, falls under many different actors and is covered by different sectors in an integrated manner. Food security programmes more and more include host community support, as do UNHCR's refugee programmes which integrate host community support to ensure a more stable environment in and around Kakuma and Dadaab.

Finally, urban livelihoods (and other issues of a humanitarian nature) has proliferated into eight (known) working groups or sub-working groups. Adding urban issues to the early recovery sector has added another layer, although there still remains the need for an overall mechanism (or secretariat) to pull the different strands of urban programming together in a coherent way. The ER sector recognised that gap, but over time, felt the Urban Vulnerability Forum was better placed, although it met infrequently. Through collaboration between the ER Advisor and OCHA, the Urban Vulnerability Forum has picked up momentum in recent weeks and should take on this secretariat function, pulling together the work of the eight urban working groups in Kenya.

Overall, the 'gap' areas which the ER sector established upon its reinvigoration have not really solved the issue of filling the 'gaps'. The gaps did not exist in reality, and attempting to fill these gaps with an early recovery sector actually outstripped the capacity of the resources available to the ER sector (one advisor, initially).

1.2 REDEFINING EARLY RECOVERY AWAY FROM THE VERTICAL SECTOR

Consequently, the early recovery advisor, in collaboration with the sector working group has proposed a more streamlined and focused idea for early recovery in Kenya, which mirrors the approach of the Geneva-based CWGER – advocacy and mainstreaming early recovery into the activities of all sectors and supporting the links between humanitarian work and longer-term development objectives. The proposed priority areas for 2012 were presented at the first early recovery meeting of the year which attracted 42 members, including the

Country Director of UNDP (annex 1). The priority areas for the early recovery advisory capacity to focus on were largely agreed and have been incorporated into an OCHA-authored list of sector priorities for presentation to the KHPT and the thoughts of the Humanitarian Coordinator. This is pending, as of April 2012.

2. BACKGROUND TO THE 2011 DROUGHT AND OTHER POTENTIAL CRISES

Kenya experienced severe dry conditions, as a result of the La Nina effect in 2011, but communities were also affected by failed rains in 2009, from which they had not fully recovered. The shortfall in precipitation in 2009 and 2011 was predicted by the IGAD climate prediction and application centre (ICPAC) as well as the Kenya Meteorological Department, and stronger measures to mitigate the impact of the drought could have been taken by the humanitarian (and development) community.

The October to December 2010 short rains that is significant for the arid and semi-arid regions were also depressed in between the 2009 and 2011 failure (or erratic performance, more precisely) of the long rains. The short rains assessment carried out in March 2011 by government and partners under the auspices of Kenya Food Security Steering Group (KFSM) indicated that over 2.4 million Kenyans were food insecure and needed urgent humanitarian assistance. The figure was revised upwards to approximately 3.2 million (FewsNet June 2011) and then 3.75 million people (WFP, November 2011).

2.1 CYCLICAL EMERGENCIES

Kenya experiences drought on a cyclic basis. Previously, the country experienced major droughts every 10 years and minor ones every 3 to 4 years, a situation that is changing. Observations indicate that droughts are becoming intense and more frequent. Since the year 2000, Kenya has had three major droughts: 2004 affecting over 5 million people; 2009 affecting 10 million people including the urban poor; and the current drought whose impact is likely to affect over 5 million people before the next harvest in November 2012. The time and frequency of the droughts has undermined the ability of the communities' to recover. The Government of Kenya is spending billions of shillings to respond to the situation. This is negatively impacting on Kenya's economic growth and is likely to slow down progress towards in achieving millennium development goals and the objectives of Vision 2030, Kenya's long term development plan.

The prolonged drought has resulted in a rapid decline in household food security and eroded livelihood systems amongst the pastoral communities, farmers in the semi-arid areas and the urban poor. There have been livestock deaths, increased migration by pastoral communities due to depletion of pasture and water for livestock and increased conflict over resources. Rapid assessments indicate that global acute malnutrition (GAM) rates are between 20-30% of the population, and 3-7% are categorised as severe acute malnutrition (SAM) which is significantly above the WHO 'acceptable' rates of 15% and 1% respectively. School attendance is also being affected as children drop out of school to migrate with families or help in seeking for alternative livelihoods. Women and girls are especially impacted as they trek long distances in search of water and some left alone to fend for their families as men migrate in search of food and other basic livelihood support mechanisms.

2.2 OTHER FACTORS (REFUGEES, HOST COMMUNITY, ENVIRONMENTAL DEGRADATION)

The unprecedented influx of refugees from Somalia continued through 2011 with, at one point, an estimated 1,500 new arrivals per day, as the Somalia political situation is expected to remain unchanged with the escalation of fighting in Somalia and current famine conditions ravage. The increasing numbers of refugees are

expected to augment the humanitarian needs for the existing 530,000 refugees in Kakuma and Dadaab camps (UNHCR figures). The figures in Kakuma are still increasing as a result of conflict and instability in South Sudan. Inadequate measures to address the needs of the Host Communities increased tension between the refugees and Host Communities who are almost equally affected by the drought. Furthermore, uncontrolled flow of Somalia refugees is likely to expose the Kenyan population especially the children to some of the communicable diseases as well as exert more pressure on the already fragile environment.

3. EARLY RECOVERY IN KENYA: A SECTOR AND A CROSS CUTTING APPROACH

The Kenya Humanitarian Partnerships Team (KHPT) recommended the re-invigoration of the early recovery sector to ensure the humanitarian response included longer-term initiatives, disaster risk reduction approaches, and other aspects that would extend the humanitarian response beyond immediate life-saving measures and look to address the structural causes of the drought emergency. The reinvigoration of the sector was seen to be a significant part of the solution to close the gap between humanitarian interventions and development objectives. However, it was not particularly well recognised that closing the gap is the responsibility of all actors (both humanitarian and development), and the early recovery capacity would best be utilised to advocate across all actors for integrating early recovery principles into humanitarian work to establish an early recovery mind set across the entire humanitarian community.

Essentially this means that all actors in the humanitarian response should look beyond immediate life-saving interventions and incorporate elements of sustainability and risk reduction into their programmes, as well as look at more formal links to longer term development objectives and projects.

3.1 THE EARLY RECOVERY SECTOR

As has been expressed, early recovery per se, is not a specific type of activity but rather a process relevant to all sectors. However, the early recovery sector was promoted, and as such the early recovery working group (ERWKG) defined its scope of work in the following areas, which were not clearly covered by other sectors, and would complement the other sectors:

- Disaster Risk Reduction
- Reintegration support for returning IDPs
- Conflict and emergencies
- Host community support
- Urban livelihoods

The Early Recovery Sector Response Plan in the EHRP 2012 details the issues and approaches the ER sector would take in addressing these areas, annex 2. However, as is suggested throughout this strategy paper, it is now felt the vertical structure (the sector) is not the most appropriate way to do early recovery.

4. EARLY RECOVERY AS A CROSS-CUTTING APPROACH

Early recovery is more and more considered a cross-cutting issue, rather than a specific set of activities. Many 'so-called' early recovery activities such as livelihoods support, or supporting local authorities to provide public services, are already taken care of by other sectors. For example, supporting agricultural livelihoods, or

livelihood diversification for pastoralists, fits well into the Agriculture and Livestock Sector, and putting it elsewhere causes more confusion than clarity.

In regard to this, it is proposed that the Early Recovery capacity dedicated to the humanitarian system engages in consultations with relevant humanitarian actors (UNDP as the lead for early recovery, OCHA, and other members of the KHPT) to provide clarity on the most appropriate coordination mechanism for early recovery: whether it remains a sector as it currently is, or if early recovery is more appropriate as an approach to be integrated into the work of the other sectors.

The global Cluster Working Group on Early Recovery favours the approach that integrates early recovery approaches into the humanitarian programmes across all sectors, and is reflected in a proposed definition (pending):

“Early recovery is an integrated approach to humanitarian work that makes the dividends of its action sustainable. It includes all actors that can bring durable crisis recovery opportunities in-line with development goals” (proposed wording at a CWGER retreat: still to be discussed within the CWGER).

The discussion on *“integrating early recovery across sectors”* will be raised to the Kenya Humanitarian Partnership Team (KHPT) during the first quarter of 2012, and should be tabled by UNDP as lead agency for the sector, if agreed.

4.1 THE CROSS-CUTTING APPROACH IN PRACTICE

The Early Recovery capacity (advisor and coordinator) will be responsible for working across all sectors to advocate for the inclusion of early recovery approaches into all projects / programmes by all humanitarian actors. This will be a time-intensive approach which will include participating in all (as many as possible) sector meetings to promote early recovery, and to explain early recovery. Direct support to organisations designing projects will also be expected to ensure early recovery dynamics are reflected in projects submitted to the EHRP. This idea could be expanded and formalized into an **early recovery network** where each sector would assign an individual to maintain early recovery as an approach, on the sector’s agenda.

The ER Sector has already been engaged with the other cross-cutting areas (as recognised by the IASC) in Kenya to encourage special attention to early recovery, protection (SGBV and PSEA issues), gender, age, and HIV/AIDS in humanitarian programming. A brief and accessible guidance document identifying three or four practical issues that can be included in all projects to make them more sustainable, more gender focused, and guard against exploitation has been developed already. The early recovery advisory capacity will use this as an advocacy tool, and develop more materials when engaging with other sectors. It will be particularly useful in the lead up to the EHRP mid-year review and the EHRP planning process later in 2012. Further practical guides and advocacy would go a long way to engraining early recovery, as a process, into humanitarian response and closing the gap between humanitarian response and development programme implementation.

The collective voice of several organisations responsible for integrating cross-cutting issues (UNDP/Early Recovery, UNHCR/Protection, UNICEF/Child Protection, UN Women, UNAIDS, UNEP, Help Age International, Christian Blind Mission, and others) will help the message to be amplified and taken on board during the EHRP



process, and in selection criteria for the CERF, ERF, for donors deliberating over humanitarian funding, and other forums.

An 'early recovery best practice' series is also under development, and is due for completion by the end of June which will cover approximately twenty active organisations, and detail their project interventions. This will serve two purposes: practical guidance on how early recovery works in reality; a narrative of projects that include early recovery elements for accountability purposes (what is happening early recovery-wise in Kenya). WFP, IOM, Merlin, and Oxfam have already supported the early recovery advisor to start developing the series in Turkana.

The early recovery advisory capacity together with the support of the UNDP Country Office will engage with the Humanitarian Coordinator to give direction on this 'from the top'.

4.2 MEASURING EARLY RECOVERY

As mentioned, Early Recovery is not a defined set of project interventions, and is more of a process that should be integrated into humanitarian response. As such, it is difficult to 'quantifiably measure' the level to which early recovery is integrated into humanitarian plans, and even more difficult to measure the level to which early recovery is implemented.

The Gender Marker has illustrated a method for 'measuring' a cross-cutting issue which could be replicated for early recovery. The idea of adding an "early recovery" marker for project submissions to the EHRP was suggested in the planning phase for the EHRP 2012, but participants in a series of meetings felt such a tool would only add another layer on an already multi-layered process. In 2011, during the EHRP process, the idea of 'measuring early recovery' was generally rejected³. However, if attempts to measure early recovery are to be seriously attempted, efforts to 'account' for early recovery through a standardized monitoring approach need to be encouraged and supported by humanitarian actors. OCHA have indicated support for resurrecting this idea recently (April 2012).

However, until a measuring mechanism for early recovery is formally integrated (and welcomed) into the humanitarian arena in Kenya, a more simple narrative reporting will permit early recovery approaches to be described and reported on, if not technically 'measured'. The Early Recovery Advisor will be following projects that are being implemented by numerous agencies, and reporting back on how early recovery is being integrated into humanitarian projects in Kenya. This approach will illustrate how early recovery is being implemented into projects in Kenya, will provide best case examples of early recovery approaches, but will not go to the detail of quantifying early recovery in Kenya.

More creativity and time to advocate and 'sell' the need to monitor, report and measure early recovery is needed to 'win over' skeptical humanitarian agencies and NGOs and take the issue of 'measuring' their early recovery activities seriously. WFP and the ER sector are looking at options for measuring resilience, but are struggling with establishing a baseline from existing data which would permit measurable indicators to be suggested.

³ An early recovery monitoring matrix was developed, but was deemed an excessive tool at the Inter Sector Meeting, October 4th 2011, and in other fora during the last quarter of 2011.

5. EARLY RECOVERY: EXPECTED OUTCOMES

The expected outcome of a successfully implemented early recovery approach, ultimately, will be economically stronger and more disaster resilient communities, following disaster (or pre-disaster if the DRR component is done well). This will contribute to communities that are better prepared to withstand the impact of external shocks (drought, conflict, floods etc.).

The relationship between development and humanitarian actors will be stronger, and a clearer understanding of development actors' work and the complementarities to the work of humanitarian actors will be achieved.

In order to achieve these outcomes, the 'early recovery priority issues' were drafted. The principle behind this is to utilise the minimal, dedicated, early recovery capacity to its best use. The original idea of the sector (coordinating five thematic areas and advocating for early recovery across all sectors) proved too much for one individual, due to the numerous different platforms that existed and the number of actors. A different approach was deemed necessary, for practical reasons, and because it made more sense in-line with the current understanding of early recovery as a cross-cutting issue.

The priority areas, listed below, will provide a more manageable and appropriate approach to supporting the early recovery agenda in Kenya.

6. PRIORITY ISSUES FOR EARLY RECOVERY IN KENYA

6.1 CONTINUE TO RAISE AWARENESS AMONGST ALL HUMANITARIAN AND DEVELOPMENT ACTORS ON EARLY RECOVERY AS A PROCESS / CROSS-CUTTING ISSUE.

Use the early recovery working group as a forum for awareness raising on early recovery, and a general discussion forum for information exchange. It will provide periodic updates on how NGOs/agencies and the government are implementing early recovery; inform members of developments within government e.g. the introduction and role of the National Drought Management Authority, the Disaster Management Bill; discuss monitoring approaches for early recovery; disseminate information on issues relating to development and humanitarian issues; promote the integration of early recovery approaches into humanitarian plans and activities.

Ensure early recovery is well (and widely) understood and mainstreamed into projects 'without a second thought'. The Early Recovery website (hosted in the UNDP Kenya architecture, though pending release) will be the platform for learning and raising awareness on early recovery.

6.2 UNDP, AS LEAD AGENCY FOR EARLY RECOVERY, WILL ESTABLISH ITSELF AS A CENTRE OF EXCELLENCE ON EARLY RECOVERY KNOWLEDGE AND BEST PRACTICE IN KENYA.

UNDP will continue to host an early recovery capacity under its responsibility for early recovery under humanitarian reform, which is particularly important with the current climatic predictions indicating another drought in 2012. However, it will take a different form than 2011. It is hoped that the UNDP Country Office and the KHPT will endorse an approach that (1) the early recovery advisory concentrates on advocating for its integration in humanitarian plans and across all sectors, generally (in the EHRP, for example), and (2) being accountable for its implementation.

This will see UNDP being seen as the 'go to' agency on all issues related to early recovery in Kenya and will be underpinned by a knowledge base (website, information materials) explaining early recovery as a concept, illustrating it through examples; and leading discussions on 'implementing' it.

6.3 STRENGTHEN THE LINKS BETWEEN THE HUMANITARIAN SECTOR AND DEVELOPMENT ACTORS.

The early recovery working group can be used as a forum to discuss and advocate for stronger links between humanitarian and development actors, but it will have limited impact in real terms. It is understood that more information on development activities is needed to inform humanitarian actors on best approaches to link their emergency interventions to longer-term objectives.

In the absence of sufficient early recovery capacity to carry out this function, the capacity that does exist will look at approaches to establish specific mechanisms to make that link, and engage with donors to support such mechanisms. As an example, under the guidance of UNDP's early recovery capacity in 2011, UNFPA developed a proposal on establishing an information and liaison project that would specifically link humanitarian and development actors in northern Kenya (the emergency areas) through the availability of information, provision of analysis, and specific recommendations on how humanitarian actions can be more sustainable. Such projects should be encouraged to close the gap between humanitarian and development actors.

6.4 GRADUALLY DISSOLVE THE EARLY RECOVERY SECTOR AS A VERTICAL STRUCTURE AND CONCENTRATE ON INTEGRATING EARLY RECOVERY APPROACHES INTO THE WORK OF HUMANITARIAN SECTORS.

The early recovery approach that is now widely agreed at the global level, and by the majority of actors in Kenya, is one of integration that reflects a cross-cutting approach. The early recovery (vertical) sector does not reflect this, and is recognised as potentially overlapping into thematic areas which are already covered by other clusters, or alternatively a place to put things that are not easily classified to existing structures (NOTE: the early recovery cluster has been likened to a famous quote from Eeyore, from the Winnie the Pooh stories, by the Humanitarian Practice Network. After receiving a pot of honey for a birthday present, without the honey after Winnie the Pooh had eaten its contents, Eeyore blandly comments "*a useful pot to keep things in*").

It is the proposal of the early recovery working group, supported by the CWGER and other agencies and NGOs, that the early recovery sector be dissolved and the role of the early recovery advisory capacity be officially recognised to support early recovery as a cross-cutting approach – integrating early recovery into the activities of all humanitarian sectors and actors.

6.5 ACT AS A CHAMPION (WITH OCHA) OF CROSS-CUTTING ISSUES TO ENSURE THAT ALL CROSS-CUTTING ISSUES REMAIN IN THE HUMANITARIAN AGENDA, AND ARE INTEGRATED INTO HUMANITARIAN PLANS AND RESPONSE, AND DEVELOP IDEAS ON HOW THESE CAN BE MEASURED.

This is a natural extension of priority no. 4 (above)

ANNEX 1: PRIORITY ISSUES FOR EARLY RECOVERY, 2012

 <p style="text-align: center;">PRIORITY ISSUES FOR THE EARLY RECOVERY SECTOR, KENYA</p> 	
<ul style="list-style-type: none"> CONTINUE TO RAISE AWARENESS AMONGST ALL HUMANITARIAN AND DEVELOPMENT ACTOR OF EARLY RECOVERY AS A PROCESS / CROSS-CUTTING ISSUE. 	<p>Early recovery is understood widely and integrated / mainstreamed into projects 'without a second thought'.</p> <p>Design and maintain an early recovery website as a platform for learning and raising awareness.</p> <p>Produce a series of 'best practice' products and a short documentary-style film of how early recovery is integrated into the projects of humanitarian agencies and NGOs.</p>
<ul style="list-style-type: none"> UNDP, AS HOME TO THE EARLY RECOVERY SECTOR, WILL ESTABLISH ITSELF AS A CENTRE OF EXCELLENCE ON EARLY RECOVERY KNOWLEDGE AND BEST PRACTICE IN KENYA 	<p>Capitalise on the strategic advantage of early recovery under UNDP, and UNDP's proximity to the RCO to improve the links between the humanitarian and development sector.</p> <p>Strengthen the linkages between international actors and the national government (MOSSP) in information management (coordination of humanitarian and early recovery actions) to enable one to measure the ability of communities to resist the worst impacts of emergencies.</p>
<ul style="list-style-type: none"> STRENGTHEN THE LINKS BETWEEN THE HUMANITARIAN SECTORS AND DEVELOPMENT ACTORS. 	<p>Ensure early recovery approaches (sustainably capitalising on the gains of emergency interventions) are integrated in humanitarian response projects (provide advice to agencies, NGOs support project development, link to awareness raising etc.)</p>
<ul style="list-style-type: none"> OVER TIME, DISSOLVE THE EARLY RECOVERY SECTOR, AND ENGAGE IN THE COORDINATION PLATFORM IN AN ADVISORY AND SUPPORT ROLE ACROSS ALL SECTORS. 	
<ul style="list-style-type: none"> REDUCE THE IMPACT OF EMERGENCIES / BUILD RESILIENCE OF COMMUNITIES TO RESIST THE WORST IMPACTS OF EMERGENCY SITUATIONS. 	
<ul style="list-style-type: none"> ACT AS A CHAMPION (WITH OCHA) OF CROSS-CUTTING ISSUES TO ENSURE THAT ALL CROSS-CUTTING ISSUES REMAIN ON THE HUMANITARIAN AGENDA, ARE INTEGRATED INTO HUMANITARIAN PLANS AND RESPONSE, AND CAN (SOMEHOW) BE MEASURED. 	

ANNEX 2: EARLY RECOVERY SECTOR RESPONSE PLAN, EHRP 2012

See pages 69-77 of the EHRP, 2012

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